

MEMORANDUM FOR: Chief, DDS&T Branch/OP/PMCD

SUBJECT : Factor Evaluation System for Imagery Analysts

1. We have reviewed the Factor Evaluation System prepared for imagery analysts in CIA and find it deficient in several respects. First, the language used for the factors and their various levels does not correlate well with the type of analysis performed in OIA. And second, some of the factors do not have the necessary number of levels to accommodate the maximum degree of knowledge required or reflect the complexity of our work. Neither do they adequately reflect the minimum degree of supervisory controls and guidance incumbent to OIA senior analyst positions.

2. The major difficulties that we have with the language used in the draft standards are that it tends to dwell on target-oriented rather than problem-oriented analysis; it emphasizes clearly-defined reporting requirements rather than the role OIA imagery analysts play in defining research strategies; and it basically omits reference to finished intelligence. The fact is that the nature of the work in OIA is problem-oriented rather than target-oriented. That is, we deal with particular substantive problems that are of concern to the other NFAC production offices, and as a result, the imagery analyst in OIA needs to have -- in addition to an expert knowledge of imagery analysis -- a broad and indepth substantive expertise of all aspects of the problem that are subjected to imagery analysis. The imagery analyst must also have a broad knowledge of all the other aspects of the problem to be able to put his analysis into the proper context. We spent a minimal amount of time searching for new targets and in day-to-day reporting of events.

3. The reference to requirements in the factors does not adequately reflect the role OIA plays in the development of a research program. OIA analysts get into the problem definition phase with other NFAC offices, contribute to the selection of various research strategies, and finally, work closely with the other NFAC offices in applying these research strategies. As a result, the OIA analysis gets incorporated directly into the finished intelligence product -- in the form of joint publications, coordinated publications, or publications which list OIA as a contributor. This is borne out by the fact that over the last year we have participated in [ ] reports with other NFAC offices and [ ] are presently in work. We have also coordinated and received attribution in [ ] other finished products last year. In addition, OIA is charged with the coordination of all National Intelligence Daily articles that contain imagery-derived information. While it is true that the majority of OIA's products are intermediate in nature, the present draft factors do not adequately present the true nature and impact of our product.


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4. The problem we have with the factor levels is two-fold. First, the language used for the different factor levels does not accurately reflect the type of work we do -- the same point we raise in paragraph 2. More important, however, is the fact that four factors -- knowledge, supervisory controls, guidelines and complexity -- do not include an additional level which is required to accurately consider the nature of OIA senior analyst positions. For example, most of our senior analysts work with a high degree of autonomy -- that is, they have very few supervisory controls or guidelines to confine their analysis. From my other experiences in NFAC I can assure you that they have as much autonomy as any other analyst in NFAC. Consequently, there needs to be an additional level for these two factors. The same argument holds true for the other two factors. OIA analysts are required to have, and actually do have, the same depth of knowledge and degree of expertise in substantive fields -- although it may be of a slightly different character -- as analytical personnel in other NFAC production offices.

5. It is obvious to me that the level of work performed in OIA lies somewhere above the factors you have devised for CIA imagery analysts, and probably closer to those which exist for the all-source analyst. I suggest two options which can be used to rectify this situation. Either, a separate set of factors can be written for OIA, or the present set needs to be extensively modified and expanded to include the level of analysis done in OIA.

  
Noel E. Firth  
Director  
Imagery Analysis

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This Notice Expires 1 January 1980

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## SMOKING IN AGENCY-OCCUPIED BUILDINGS AND FACILITIES

1. A policy on smoking in Federally controlled buildings has been under review for almost a year. A preliminary regulation, published in the Federal Register early in September 1978, has been reviewed by this Agency, as well as by other elements of the Government, in an effort to provide an equitable balance between the rights of smokers and nonsmokers alike. As a result of considerable thought and negotiation, the following regulation is based on Title 41, Code of Federal Regulations, Part 101-20.109-10, dated 25 August 1978.

2. Effective , smoking will be prohibited in the following places:

a. Auditoriums, classrooms, conference rooms, and elevators. "No Smoking" signs will be posted inside, and receptacles for smoking refuse will be placed outside the entrances.

b. Shuttle vehicles.

c. Areas where there are flammable liquids, gases, and vapors and all locations where there is a collection of readily ignitable combustible material.

d. Libraries, except in the nonstack areas specifically designated as "Smoking" areas.

e. The "No Smoking" areas established in cafeterias and identified by appropriate "No Smoking" signs.

3. Employees occupying a private office are authorized to designate that office as a "No Smoking" area.

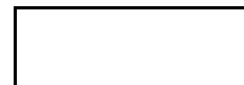
4. Smoking in open work spaces may be allowed, and supervisors should plan work space so that employees who desire "No Smoking" areas can be accommodated provided:

a. Efficiency of work units will not be impaired.

b. Additional space will not be required.

c. Costly alterations or procurement of additional office equipment will not be necessary.

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5. In medical facilities, smoking will be restricted to waiting areas, staff lounges, private offices, and specially designated areas. Waiting areas will be divided into "Smoking" and "No Smoking" sections whenever possible.

6. Approved signs will be conspicuously placed alerting employees to areas designated "Smoking" or "No Smoking." Additionally, "Thank You For Not Smoking" tent card signs will be available in Agency supply rooms for employees wishing to display them in private offices.

7. Every effort will be made to accommodate the personal desires of individuals in line with reasonable and effective management of the Agency. I'm sure we can maintain a fair and equitable program in keeping with this Federal regulation on the basis of mutual respect and concern for the desires and welfare of one another. With the good faith and cooperation of each employee, the Agency will have an effective program to control smoking in our buildings and facilities.

Don I. Wortman  
Deputy Director  
for  
Administration

DISTRIBUTION: ALL EMPLOYEES

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